

Greening with PRIDE



A more Sustainable NNUH

2025

Foreword

2024 was the hottest year on record by a large margin. It saw unprecedented levels of extreme weather events, the likes of which we'll see much more frequently as climate change progresses.



The acceleration of climate change presents a significant health challenge to our population and NNUH will see an increase in patient admissions with climate related diagnoses.

Climate change does not affect a population equally and will have a greater effect upon our vulnerable people – the elderly, the less wealthy and our children, so we must act carefully to ensure health inequalities are not widened.

As one of the largest employers, caring for hundreds of thousands of people, NNUH is one of the largest single emitters of greenhouse gases in Norfolk. Our responsibility for patient care is not just about the patient in front of us but extends to the wider community we serve and legacy we wish to leave to our successors.

The good thing is by embedding sustainability into our Trust we will not only reduce our impact on the environment, but also improve patient outcomes and staff wellbeing as well as provide financial savings – also known as the Triple Bottom Line.

Sometimes it can feel that as individuals there is not much we can do to change the world we live in. But you are not on your own. We have almost 550 Green Champions in the Trust and as a collective, simple things like being careful about waste disposal, energy use and checking whether products are sustainable, really can add up to something significant.

Acting decisively now will ensure that NNUH is in the best possible position to provide a healthy future for our whole community.

Linda Martin, Interim Executive Director for Estates and Facilities and Senior Responsible Officer for Sustainability

Introduction

This Green Plan is for all NNUH staff. It highlights our commitment to improve sustainability and aims to ensure everyone's support in this journey. It has been aligned according to updated Green Plan guidance.

The NHS has a vital role to play in the fight against climate change. It is a trusted public body and community anchor that can use its influence to drive down not only its own contribution to the national carbon footprint (~5%) but also show others how it's done. This is why on 1 July 2022, the NHS in England became the first health system to embed net zero into legislation, through the Health and Care Act 2022.

Climate change threatens the foundations of good health, with direct and immediate consequences for our patients, the public and the NHS. The World Health Organisation states that

"Today, climate change is recognised as the single biggest threat to humanity. It impacts health in a myriad of ways, such as heat stress, increased infectious diseases and food production."

Sustainability in healthcare is about improving and promoting health and wellbeing for all, whilst respecting the capacity of the environment to support its delivery. At our hospitals we recognise that we have a duty to minimise the impact of our activities on the environment and ensure our resources are used efficiently.

We first adopted a Green Plan three years ago and have made some good progress in delivery to date. This plan is more streamlined and offers a more focused, two year take on more direct areas of influence. It takes us to within three years of our NHS England wide reduction target which commits to see an 80% reduction in direct emissions between 2028 and 2032.

This document serves as a vehicle for us to take an action-orientated approach towards improving sustainability, whilst ensuring our services remain fit for purpose today and in the future. It aligns NNUH with the wider NHS and other relevant legislative drivers and outlines a clear road map to the sustainable operation and ongoing development of the Trust.

Our Sustainability Committee, made up of colleagues from across the organisation, monitors the delivery of this Plan and reports progress to the Board. It will review the plan in two years and amend as necessary to ensure it remains ambitious, agile and fit for purpose. Ultimately, we want to see significant progress in reducing our direct emissions ahead of this review.

Climate change impact risks for NNUH

Climate change poses a risk to hospital operations, as well as patients and staff:

- Higher temperatures combined with an ageing population, will increase service pressure, impacting patient outcomes and staff wellbeing.
- Shortages in energy, water and food could impact NNUH and our supply chain.
- Estate exposure from heat or flooding could cause damage and/or the need for unplanned works. New and emerging pests, plants and diseases would pose new health challenges and the risk of more pandemic.
- Increasing air pollution leading to a worsening of many chronic conditions would add further service pressure.

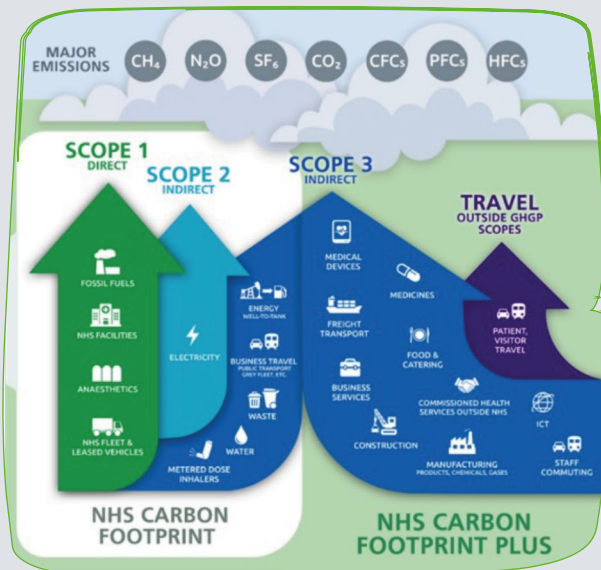


Figure 1: Emissions by scope

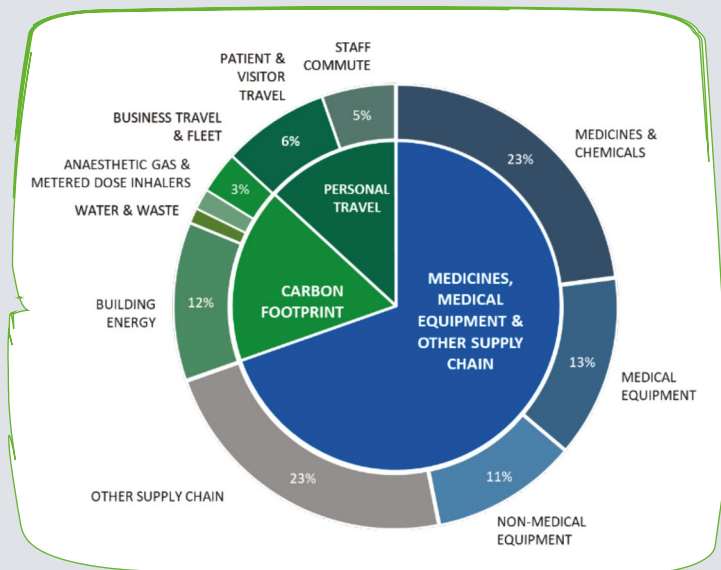


Figure 2: Sources of carbon emissions for NNUH

NHS England estimated NNUH's core carbon footprint to be 22,320t CO₂e (equivalent impact of carbon dioxide in tonnes) in 2019/20. Similar methodology used in 2022/23 provided an increased estimate of 25,800t CO₂e. In addition, we estimate that our 'carbon footprint plus', again with differing methodologies for the original NHS England work, has increased by approximately 3% over the same period.

This growth has been influenced by:

9% floorspace

an increase in internal floor area at NNUH from 128,456m² to 140,603m²

Staff Increase

an increase in Whole Time Equivalent staff for the hospitals.

9% Bed days

an increase across NNUH in bed days from 401,700 in 2018/19 to 439,600 in 2022/23

While the increase in operational activity has contributed to an increase in our carbon footprint, our intensity (*i.e.* CO₂e/patient activity) has likely not increased by the same amount, meaning the Trust may have become more carbon 'efficient'. Given the complexity of the system, the changing methodologies, and the attribution of each element listed above, it is almost impossible to be certain, but we know that to achieve NHS net zero targets, we must consistently decrease both volume and intensity over time.

The first iteration of the Green Plan, issued in May 2022, aimed to create good baseline data to understand our current position on sustainability and carbon footprint. This goal has largely been achieved, although complex, and we now need to develop associated targets, KPIs, dashboards and a net zero pathway as laid out, in part, below.

Our Ongoing Story

Green Champions

Green Champions: During 2024 we reached our target of having 500 NNUH Green Champions. As of 31 March 2025, NNUH had 530 Green Champions.

**NNUH
Green
Champions**

Clinical representation and Green Groups:

During 2024 NNUH worked with clinical governance to achieve representation on Sustainability Committee across the organisation. This included endorsement of the Green Plan plus nominated colleagues or groups that have responsibility for sustainability. NNUH also welcomed a new Green Group in Pharmacy who won the special award for sustainability alongside Radiology at the 2024 Staff Awards.



Toolkit and dashboard:

The Green Plan's aims around creating a Sustainability Toolkit and Dashboard were also achieved this year.

NNUH Sustainability Toolkit



Manifold decommissioning:

NHS England funded the decommissioning of our Nitrous Oxide manifold. Nitrous Oxide is almost 300 times more potent as a Greenhouse Gas than Carbon Dioxide and there has been much discussion over preceding years as to the impact decommissioning the manifold may have. That being said NNUH has quantified the benefit of this scheme to be 360 tonnes CO2e per annum.



Centre for Sustainable Healthcare competition inc. Midwifery:

NNUH's midwifery colleagues won a national Green Midwifery Competition with a project focussed on better care for patients with Hyperemesis Gravidarum. NNUH, funded by the Hospital's Charity, has launched a Green Team competition of its own in partnership with the Centre for Sustainable Healthcare.



Our Ongoing Story

Walking aids:

This year also saw the introduction of NNUH's walking aid recycling scheme with Norse and the Prison Service. In 2 months, 230 items were refurbished, saving just over 3 tonnes CO2e.



Food and Drink and food digester:

NNUH has set up a new Food and Drink for Healthcare Steering Committee to deliver the National Standards for Healthcare Food and Drink specifically the delivery of high-quality, healthy and sustainable food and minimised waste. A new food digester has also been delivered to adhere to new food waste regulations.



LED funding:

The Trust was also successful in securing funding for LEDs at Cromer through the NHS Energy Efficiency Fund. This work has already been completed.



Offensive waste:

The Trust has successfully introduced Offensive Waste across its Estate. It is believed that once the appropriate segregation of clinical waste is achieved across the organisation that 390 tonnes CO2e will be saved per annum.



Policies and procedures:

NNUH worked with the Acute Collaborative across the Norfolk and Waveney ICS to develop a sustainability section in the updated tri-Trust Procedural Document Development Policy.



Our 2025 update

This plan takes us to within three years of NHS England's ambition to reduce direct emissions by 80%.

**Our vision is to make sustainability a part of everything we do:
The best care for every patient is the most sustainable care for every patient.**

Together, NNUH will:

Deliver an average 10% reduction in our Core Carbon Footprint per year

2,600 tonnes

Deliver an annual 5% reduction in our Carbon Footprint
Plus with the aim of this increasing to 8% by 2030

6,250 tonnes, rising to 10,000 tonnes

**“We do not inherit the earth from our ancestors,
we borrow it from our children”**

Norfolk and Norwich University Hospitals
NHS Foundation Trust



Our vision for helping deliver our requirements for decarbonisation is broken down into key focus areas with specific aims and actions proposed within each:

1. People Focused Leadership:

NNUH will continue to support their staff and leaders to learn, innovate and embed sustainability into everyday actions through communication and engagement to engender and support empowerment and transformation.

Together, NNUH will:

- Develop our Green Champions and Green Group networks into Ambassadorial roles with the view of making sustainability the social norm.
- Develop a behaviour change programme of events aimed at boosting clinical engagement and everyday practice transformation.
- Work to find ongoing appropriate governance arrangements for Green Plan delivery, aligning with quality and value for money ambitions.
- Ensure all staff receive a level of sustainability education appropriate to their role. This should include specialist training for board members, procurement, finance, E&F and clinicians. Bitesize learning could be delivered via the induction or appraisal process.
- Update our PowerBI dashboard to include other Trust wide elements such as anaesthetic gases and promote accordingly.
- Develop and promote the sustainability toolkit and work with wards and departments to embed its principles more widely.
- Use the acute Group model to develop collaboration and standardised practice across the ICS.

2. Net Zero Clinical Transformation:

Net Zero Clinical Transformation: NNUH will focus on carbon hotspots and service improvements, reducing waste and single use consumables/equipment where practicable through being more informed and responsible consumers.

Together, NNUH will:

- Consider the following carbon hotspots in particular and identify and implement innovative reduction measures wherever practicable:
 - Theatres (including anaesthetic gases)
 - Critical and Emergency Care
 - Radiology
 - Renal, diabetes, cardiovascular and respiratory medicine
- Consider net zero principles in all quality improvement as well as service change, reconfiguration and pathway redesign projects.
- Work to reduce single use items in clinical areas including gloves and other consumables as well as single use equipment:
 - Reduce non-sterile glove use by 50% by May 2026 to align with World Hand Hygiene Day.
 - Reduce clinical waste by 20% by 2027 to align with the Clinical Waste Strategy.
- Work to increase sterile services capacity to limit the amount of single use items needed onsite.

3. Medicines:

NNUH will review Medication usage and waste, to identify high carbon areas and alternatives identified/ implemented wherever feasible. Together, NNUH will review Medication usage and waste, to identify high carbon areas and alternatives identified/implemented wherever feasible - i.e. low carbon inhalers where appropriate.

4. Food and nutrition:

NNUH will work with Serco to deliver the National standards for healthcare food and drink: high-quality, healthy and sustainable (by default) food and minimised waste.

5. Digital Enablement:

NNUH will improve access, quality and productivity through digital enablement. It will prioritise sustainability in both procurement design and the management of services.

Together, NNUH will:

Continue to work with Digital Health to explore new ways to reduce our carbon footprint including:

- streamlined/virtual appointments/care
- circular and low-carbon IT: longer life devices, leasing models, buying refurbished/ remanufactured
- reduced printing/paper use
- computer shutdown
- good data hygiene
- procurement design, management of services and digital supplier enablement

6. Making our Infrastructure Count:

NNUH will use technology to reduce its energy consumption, preparing for electrification/other decarbonisation in the future.

Together, NNUH will:

- Aspire for all new permanent buildings to achieve BREEAM Excellent as a minimum.
- Ensure the Net Zero Building Standard is used when relevant and that business as-usual upgrades and backlog maintenance opportunities are optimised.
- Reduce electrical demand by 30%, through lifecycle efficiency (including the monitoring of sensor LED deployment) and other 'switch off'/demand projects.
- Replace gas boilers with a more sustainable solution, supported by onsite renewables to ensure viability, by 2030.
- Deliver the Clinical Waste Strategy and introduce further opportunities for recycling.
- Develop a more flexible approach to Biodiversity and deliver Biodiversity Net Gain for new projects.

7. Adaptation:

NNUH will develop a Climate Change Adaptation Strategy that includes longer term planning for business continuity. Together, NNUH will develop a Climate Change Adaptation (and Resilience) Strategy that includes longer term planning for business continuity and monitoring of overheating and flooding incidences.

8. Reducing Travel and Transport

emissions:



NNUH will support reducing the need to travel, encourage green forms of transport and look to provide supporting infrastructure.

Together, NNUH will:

- Develop a net zero travel strategy by 2026. It will ensure all new vehicles owned and leased by the Trust will be zero emission by 2027 and aim to reduce staff travel emissions, including commuting by 50% by 2033. Monitoring of fleet emissions will be developed.
- Only zero emission vehicles available through the salary sacrifice scheme from Dec 2026.
- Use the Clean Air Hospital Framework to improve air quality across our sites.

9. Sustainable Procurement:

NNUH will support more sustainable procurement processes to ensure full lifecycle consideration and monitoring with its contracts and its engagement with NHS Supply Chain.

Together, NNUH will:

- Encourage beyond minimum standards from suppliers in terms of the NHS Supplier Roadmap. Development of sustainable contract management KPIs in procurement.
- Reduce consumables and eliminate single use plastics wherever practical by following the waste hierarchy: refuse, reduce, re-use, repurpose and recycle.
- Consider greener supply chain alternatives, using evidence.
- Streamline procurement practices and develop a policy for consolidated deliveries.

10. Making it Happen:

NNUH will work towards having the right oversight and resources in place to support the wider embedment of Green Plan principles. This will include the development of an 'invest to save' mechanism in time.

Together, NNUH will:

- Ensure the Board are aware and accountable in terms of their responsibilities with respect to this Plan.
- Consider resource support for the delivery of this plan including hybrid roles, apprenticeships, fellowships and sustainability career pathways for Estates i.e. Waste and Energy manager.
- Further embed sustainability into business planning.
- Retain clean renewable electricity through a new aggregation arrangement with NHS England.
- 'Invest to deliver' sustainability initiatives prioritised within our Capital Programme.



People Focused Leadership

This theme relates to the establishment of a point of focus for sustainability issues, on a day-to-day basis.

Green Champions



Engaging our workforce is vital for the delivery of this Green Plan if we are to limit risk in terms of its delivery. Shifts in behaviour and learning, driven by cultural values and embedding sustainability in everyday operations is vital. We know that engagement of a relatively small amount of people ~25% can lead to social tipping point: we aspire to achieve this through this renewed plan.

So far, we have established a Green Champions communications campaign which includes a network of Green Champions, regular blogs and staff communications as well as engagement with the Patient Panel and Governors. Through this network, NNUH will arm staff with actionable information and advice, empowering them to embed positive changes at the operational level.



NNUH aims to deliver on this theme by:

- Develop our Green Champions and Green Group networks into Ambassadorial roles with the view of making sustainability the social norm.
- Develop a behaviour change programme of events aimed at boosting clinical engagement and everyday practice transformation.
- Work to find ongoing appropriate governance arrangements for Green Plan delivery, aligning with quality and value for money ambitions.
- Ensure all staff receive a level of sustainability education appropriate to their role. This should include specialist training for board members, procurement, finance, E&F and clinicians. Bitesize learning could be delivered via the induction or appraisal process.
- Update our PowerBI dashboard to include other Trust wide elements such as anaesthetic gases and promote accordingly.
- Develop and promote the sustainability toolkit and work with wards and departments to embed its principles more widely.
- Use the acute Group model to develop collaboration and standardised practice across the ICS.

NNUH will work with identified stakeholders, such as Octagon, Serco, Norse, Norwich Research Park (NRP) and Integrated Care System (ICS) partners to deliver strategic and cooperative change with shared sustainable objectives as a key driver.

Net Zero Clinical Transformation including Medicines

This theme focuses on the clinical element of sustainability. It covers NNUH's ten care groups, with sustainability being synergistic with our ongoing work in providing evidence based, high quality care for our patients, something the CQC is increasingly interested in.

Adapting models of care can reduce the environmental impact of our services. The best way to improve sustainability in healthcare is to improve human health through preventative care. Promoting healthy eating and physical exercise, both of which benefit our planet too through reduced air pollution and plant-based diets, is an example of how this can be achieved.

Similarly, moving care into the community, where appropriate, reduces the demand on high carbon acute services and gives a much better patient experience.

Finally, we know that pregnant women, children and older people are more vulnerable to the climate changes we are seeing already – air pollution and extreme heat in particular. Climate change is further increasing health inequality and we must work hard to ensure this is minimised.

What can we all do?

Every staff member is in a unique position to see which processes, consumables and equipment have room for sustainability improvement in their area. We want everyone to feel empowered to act but there are some things common to all departments:

- Always remember the mantra of refuse, reduce, re-use, repurpose and recycle (including in pharmacy where appropriate):
 - Reduce unnecessary consumables, particularly single-use items including non-sterile gloves via 'Gloves Off'. This could lead to a reduction in glove use of 50%.
 - Rigorous waste segregation, leading to a 20% reduction in clinical waste.
- Consider greener supply chain alternatives and greener forms of travel (see below).
- Turn off non-essential equipment out of hours - i.e. computers and lights.
- Prescribe lower carbon footprint medication - i.e. dry power inhalers and IV to oral where available and appropriate.

Care groups are asked to set up Green Groups. They should identify specific energy/carbon hotspots and trace them to the clinical pathway and identify and action measures to reduce wherever practicable. This should be supported by the Trust's Strategic Research Programme and by Departmental Green Groups, including Quality Improvement, where necessary or where interest/resource dictates.

The Centre for Sustainable Healthcare is a valuable resource which covers most clinical specialties.

Food and Nutrition

NNUH wants to offer healthy and nutritious catering, as well as reduce its environmental impact from both the food supplied and the catering facilities themselves. Providing more plant-based food options and locally and seasonally sourced food can help to support the aims of this Green Plan. Indeed, the National Food Strategy looks to reduce meat consumption by 30% by 2032. NNUH will introduce initiatives to help educate people on the importance of food choices and actively encourage sustainable food choices, while working with dietetics to ensure the fundamental health and wellbeing of staff and patients is maximised. Our Food and Drink Strategy has sustainability elements which include food re-use/waste reduction and more composting where appropriate. NNUH will also work with suppliers to understand their sustainability credentials and encourage improvements where possible.



Digital Enablement

Digital methods of care like the virtual ward and patient-initiated care, where appropriate, can also offer sustainability benefits. Digital care helps to reduce the need to travel as well as the volume of paper required to conduct our operations. It can also reduce the number and acuity of services through more efficient and coordinated access to care as well as earlier diagnosis. To complement this, we need to develop digital literacy.



Making our Infrastructure Count

This theme relates to energy efficiency, capital projects, heat decarbonisation, renewable energy and soft facilities management.

Capital Projects and Lifecycle Betterment

The Net Zero Building Standard (and BREEAM Excellent for projects), with its whole life approach and ambition to accelerate Estate decarbonisation, should be adhered to for those projects >£15m and aspired to for all others. When looking at undertaking capital projects to relocate or expand services, the first consideration should always be whether the project can be incorporated into existing building stock rather than building new. If new building stock is required then we should think flexibly and adaptively about typology and scale at the design stage, aligning with clinical strategy. Buildings should be efficient to limit energy demand and be supported by green solutions. Energy and carbon footprint strategies and upfront limits should be set and monitored throughout the project's lifecycle and iterative learning and increased evidence-based ambition introduced as our net zero target approach. Circular economy principles (where materials never become waste and nature is regenerated) should be included.

Make every kWh count

We must identify and act on 'quick wins' to help NNUH to reduce its energy demand by around 20% with close to zero capital expenditure. Some key areas of focus within NNUH are:

- Energy usage/intensity hotspots identified and acted on where possible.
- Upgrade to more energy efficient and environmentally friendly HVAC infrastructure (through lifecycle replacement/condition survey output and associated lead in requirements), alongside other 'switch off'/demand projects.
- An evidence base built up to allow for more efficient building and carbon/energy management and distribution systems.
- Further smart tech/digitalisation opportunities explored and delivered where practicable.
- NNUH will work to develop an at least revenue neutral heat decarbonation scheme. Opportunities for back up generation and hydrogen blending will be explored in due course.

Prepare for electric heating, switch to non-fossil fuel heating and on-site renewables

- NNUH will work to develop an at least revenue neutral heat decarbonation scheme. Opportunities for back up generation and hydrogen blending will be explored in due course.

Water

Reuse of water is challenging in a hospital setting, however technology such as rainwater harvesting and water efficiency projects should be pursued where practicable.

Biodiversity and green space

Healthy green spaces not only promote health and wellbeing, they also reduce the effects of climate change and improve biodiversity. There is perhaps a conflict between nature conservation and the ever-increasing demand for space on our constantly developing sites, but a growing number of patients, staff and visitors support the importance of good balance.



NNUH will continue to work with partners, to deliver the three strands of Biodiversity Net Gain by:

- Continuing to protect our nationally important Elm trees that pre-date Dutch Elm Disease.
- Developing our shelterbelt to improve air quality and limit surface run off during heavy rain.
- Continuing to record and understand the various species onsite, including birds, insects and fungi.
- Developing low lying planting and engaging in 'No Mow May' across our sites to continue diversification.
- Improving soil quality by adding topsoil, limiting compaction impact and surface run off.
- Eliminating pesticides and reducing the use of salt on our pathways.
- Continuing our 'Right Tree, Right Location' approach and ensuring appropriate pruning.

NNUH





Resource efficiency is an area that could help to reduce our carbon footprint. This includes considering the waste hierarchy including repair/repurposing and the appropriate segregation and disposal of waste. Medical waste is of course required to be disposed of responsibly.

NNUH has already introduced a new offensive waste stream in line with the NHS's Clinical Waste Strategy and we are monitoring its volumes in order to help reduce emissions from waste by 50% by 2026.

Medical waste is required to be disposed of responsibly. NNUH will introduce a new offensive waste stream and alternative treatment in line with the NHS's Clinical Waste Strategy. This will help to reduce emissions from waste by 50% by 2026.

There are further initiatives across the Trust that will help reduce emissions from waste including:

- Eliminating single use plastic from non-clinical areas and focus on reusable alternatives elsewhere.
- Reusing/reprocessing equipment (*such as walking aids*) until the end of their useful life.
- Introducing a 'swap shop' initiative, perhaps with other Trusts, for redundant pieces of equipment.
- Better waste segregation through continued communication and updated bin layouts, leading to:
 - ➔ Reduced clinical waste and the removal of 'covid' bins in non-clinical areas.
 - ➔ Establishing domestic as the 'go to' waste stream and the removal of office bins.
 - ➔ Increased recycling and consideration of other previously excluded items i.e. soft plastics and certain medical packaging.

Cromer Hospital



Adaptation

It is increasingly important that we adapt to the effects of climate change. Rising temperatures and extreme weather conditions, such as flooding, droughts and heat waves, are increasing in severity and frequency and are now a visible reality that impacts the way our care is delivered.

Nature can provide shading, reduce surface temperatures and the urban heat island effect, and offer potential protection from climate change impacts such as flooding. These qualities make the existing shelterbelt and additional tree coverage particularly important at NNUH where internal overheating is an issue. Further investment in climate resilience could include increasing internal temperature controls through shading and mechanical ventilation and cooling. We could also invest in ways to reduce flooding risk.

NNUH will develop a Climate Change Adaptation (and Resilience) Strategy that includes longer term planning for business continuity and monitoring of overheating and flooding incidences.

Reducing Travel and Transport emissions

This theme relates to the movement of people: patients, visitors and staff which makes up 11% of our carbon footprint. The first area to focus on is reducing the initial need to travel. Digital transformation, hybrid working, and community intervention offer real opportunities in this regard. Thereafter we must endeavour to deliver modal shift by encouraging public and active travel, something we have made significant strides on to date, with further incentives yet to implement, including car sharing. Finally, the electrification of transport, and its supporting infrastructure, will help us achieve the last element of transition.

The new NHS Net Zero Travel and Transport Strategy looks to deliver a fully decarbonised fleet by 2035, with its ambulances following in 2040. Several key steps will mark the transition of NHS travel and transport:

By 2026

sustainable travel strategies will be developed and incorporated into Green Plans.

From 2027

all new vehicles owned and leased by the NHS will be zero emission vehicles.

By 2033

staff travel emissions will be reduced by 50%.

NNUH will:

- Develop a net zero travel strategy by 2026. It will ensure all new vehicles owned and leased by the Trust will be zero emission by 2027 and aim to reduce staff travel emissions, including commuting by 50% by 2033. Monitoring of fleet emissions will be developed.
- Only zero emission vehicles available through the salary sacrifice scheme from Dec 2026. Use the Clean Air Hospital Framework to improve air quality across our sites.

The Clean Air Hospital Framework should be used to improve air quality across our sites.

Sustainable Procurement

This theme relates to NNUH's significant purchasing power as the sixth largest hospital in the UK. Our supply chain accounts for ~70% of our carbon footprint (including our PFI partners). Analysing where more sustainable products, practices and delivery routes can be taken and considering lower carbon alternative supplies in our procurement will actively help to deliver our Green Plan. The Trust must engage with these parties and NHS Supply Chain to align our strategies and seek mutual benefit to reduce our Carbon Footprint Plus.

The Trust has made good progress towards this theme, but this is an area where we would like to see more accelerated progress. NNUH now:

- Requires all procurements £5m+ per year to have a Climate Reduction Plan. Expectations regarding content and value will increase over time to include all suppliers from 2027.
- Uses a 10% weighting for Social Value in all procurements including climate change on each occasion. Modern slavery requirements must be included in those tenders identified as medium/high risk.
- Uses the Evergreen Assessment Tool.
- Uses the following supply chain objectives:
 - ➔ NNUH aims to reduce its carbon footprint by 80% by 2036 and suppliers are expected to contribute 40% of this reduction.
 - ➔ NNUH aims to reduce its energy and water carbon footprint by 80% by 2030 and suppliers are expected to contribute 40% of this reduction, albeit by 2036.
 - ➔ NNUH aims to eliminate non-essential single use plastics at the earliest opportunity and reduce clinical single use plastics by half. Our supply chain is expected to facilitate this by either eliminating single use plastics from packaging, and/or follow the waste hierarchy by reducing, reusing or recycling.
 - ➔ NNUH aims to reduce transport emissions by 80% by 2036 with a 40% contribution expected from suppliers by reducing miles, consolidating deliveries and/or electrifying fleets.

Areas of high supply chain emissions have been identified as follows: computer hardware/software, rents, imaging equipment maintenance, consulting services, medical and surgical equipment, pharmaceutical blood products and medical gases, orthotics, catering equipment maintenance, and dressings.

Supply chain

Many procurement decisions are made by NHS Supply Chain; it is our aim to align with these where possible as NNUH will then benefit from central efforts made to engage with suppliers to reduce their emissions. In due course, NHS Supply Chain will require product level carbon footprinting. When purchasing decisions are outside of this, we must strive to source products locally and through sustainable suppliers.

Making it Happen

Governance, Accountability and Assurance

An Executive led Sustainability Committee is well established. Members include representatives from across the Trust and our partners including our Sustainability Manager and our Clinical Lead for Sustainability. It is tasked with embedding sustainability into our operational activity and working towards the actions set out in this Plan.

The Committee reports to Hospital Management Board as well as Finance, Investments and Performance Committee and reports to Capital and Estates Committee where necessary. Influence and reporting by exception is also established through the PFI sub-committees (Hard FM, Soft FM and Commercials) through into Liaison Procedure Meeting where required.

Ongoing work is taking place to engage other branches of Trust governance including each of the Clinical Boards, Procurement Board, Digital Transformation Committee and the Nursing, Midwifery and Clinicians Forum and Board.

Care groups are asked to set up Green Groups. They should identify specific energy/carbon hotspots and trace them to the clinical pathway and identify and action measures to reduce wherever practicable.

In order to further support embedment and accountability within the organisation NNUH looks to include sustainability objectives in senior leader appraisals in due course and seeks to work with HR further on similar initiatives.



Dedication to Funding, Resource and Finance

In the medium-term, a budget for feasibility/viability studies and resourcing (including training) will need to be allocated to enable meaningful change and to achieve the legislative targets required. This is essential to deliver actions within the Green Plan and ensure that the Trust is progressing towards its compliance requirements and reducing climate change risks.

In addition, the Capital Programme will need to include investment for both minor interventions that have invest-to-save benefits and (subject to the capital envelope) funds for major interventions, such as capital injection costs for the PFI if external grant funding cannot be secured. To minimise finance required, NNUH, commercial partners and Project parties, should consider:

- Minimising resource demands through staff training and facilities-based interventions.
- Increasing generation resilience on-site where possible to limit fuel price volatility.
- Working together to find whole lifecycle saving solutions, leveraging lifecycle funding.
- Ensuring all capital projects and business planning consider sustainability opportunities.
- Develop a space utilisation strategy to ensure Estate efficiency.
- Actively investing in adaptation measures for extreme events to reduce their impact.
- Ongoing reviews of emissions charge forecasts to limit risk.

The Triple Bottom Line concept is useful for any project, be that cost or quality improvement or a business case for new investment – it combines the typical goals of cost and quality with environmental outcomes. Remember: patients, planet, profit. This concept is referenced throughout the Green Plan.





